

APPENDIX A

COORDINATION AND INSTITUTIONAL STRUCTURE

Seattle has a solid institutional structure through which it carries out its housing and community development plan. Community-based organizations (CBOs) offer an efficient structure for delivering services, are flexible in developing/adapting programs, provide services in a culturally responsive manner, and have an in-depth understanding of the people they serve. Seattle housing developers bring a wealth of expertise and knowledge in the areas of development, construction and management. One major gap in this system is simply the lack of available resources to meet the growing demand of low-income housing. Throughout the next four years, the city will continue to strengthen partnerships with housing developers, non-profit and private entities and encourage creative approaches to address its housing and community development needs.

City departments allocate most funds for Consolidated Plan and services. Funds are distributed according to federal, state, and city funding program requirements. City departments also allocate funds according to administrative plans and budget directives from the City Council. Agencies responsible for administration of funds include the State of Washington, King County, City of Seattle, the Seattle Housing Authority, public development authorities, semi-public agencies, private non-profit agencies and qualifying private parties.

Human Services Department (HSD): LEAD AGENCY

HSD finds and funds solutions for human needs for low-income, vulnerable people in greater Seattle. The Department provides a network of supports for older persons and adults with disabilities, children, youth and families. It also provides homeless intervention and prevention services. HSD administers over \$60 million in local, state and federal resources for human service programs.

CDBG Administration Office in the Human Services Department: This office provides centralized monitoring and support to CDBG programs delivered through HSD, Parks Department, Department of Neighborhoods, Office for Economic Development, and the Office of Housing. The CDBG Office assures the eligibility of proposed projects, assists in periodic accountability review, and meets financial and oversight requirements of HUD.

The Office of Housing (OH): The Office of Housing provides resources so Seattle residents can become homeowners and/or preserve and improve their current home. Resources are also provided to develop, rehabilitate and maintain affordable multi-family rental housing. Strategic planning, program development and vacant land redevelopment is also provided to increase the housing opportunities for Seattle residents.

The Office for Economic Development (OED): The Office of Economic Development supports a healthy, diversified economic base and brings economic opportunities to all Seattle's citizens, especially its most disadvantaged. OED provides outreach for the CDBG Float Loan

Program and technical assistance to prospective borrowers. Funds are also provided to start-up businesses served by the Community Capital Development and other lenders.

The Department of Neighborhoods (DON): DON manages the Neighborhood Plan Community Project that provides CDBG funds to implement community development projects identified in Seattle neighborhood plans.

Seattle Department of Design, Construction and Land Use (DCLU): DCLU coordinates the City's land use and zoning code and facilitates the permitting of new and rehabilitated housing. It works in cooperation with the Office of Housing and other City departments to provide clear development rules for builders and neighborhood residents.

Seattle Housing Authority (SHA): The Seattle Housing Authority is a unique housing development and policy-planning partner with the City of Seattle. As the largest public housing provider in the state, SHA has the ability to access special housing support service resources and has increased its commitment to providing and coordinating housing support services for its residents. SHA owns approximately 5,800 units of federally-funded public housing, administers a total of 5,000 additional units through the federal Section 8 Program, and administers about 1,000 units of locally-funded housing under the Seattle Senior Housing Bond Issue Program.

Seattle Parks Department: The Seattle Parks Department manages the City's 6,000 acres of developed parks and open space; 24 community centers; a system of athletic fields, golf courses, swimming pools, and tennis courts; performing and visual arts facilities; nine beaches; the Seattle Aquarium; and the Woodland Park Zoo.

STATE PROGRAMS

Over the past twelve years, the State has created housing programs that have significantly increased funding for local housing projects. The Washington State Housing Finance Commission (WSHFC) provides tax-exempt bond funds for multifamily rehabilitation and first-time homebuyers. WSHFC also administers the Low-Income Housing Tax Credit Program, which provides assistance to for-profit and non-profit low-income housing developers. The State Office of Community Development (OCD) awards funding for affordable housing projects through the Housing Trust Fund program.

NON-PROFIT ORGANIZATIONS

Many community-based housing and social support services organizations are currently providing services in Seattle to a wide range of populations. These agencies offer an efficient structure for delivering services, are flexible in developing/adapting programs, provide services in a culturally responsive manner, and have an in-depth understanding of the people they serve. Over the course of the next four years, HSD and OH will provide funding to over 125 of these agencies and worked with many additional programs in the community that serve Seattle residents through federal, state or private resources.

Non-Profit Housing Developers

Seattle is home to a growing network of community-based non-profit organizations which provide a range of high-quality housing and human service opportunities for area residents in need. On the housing development side, about 20 non-profit groups and Public Development Authorities (PDAs) have become major developers of subsidized housing in Seattle. In the mid-1970s, the City created and supported the formation of neighborhood PDAs and other non-profit housing developers. Many of these groups were assisted in their formation by the City and continue to be partially City-funded through CDBG allocations and developer fees.

During the 1980s, an increasing number of church-sponsored and business-sponsored non-profit groups were formed and have focused on low-income housing preservation and multi-family rehabilitation and new construction of affordable housing.

The Housing Development Consortium (HDC): is a trade association of non-profit housing developers in the Seattle-King County area. It is dedicated to preserving, developing and building affordable housing that benefits nearly every low- and moderate-income population group from the working poor and homeless to seniors and children. HDC enables non-profit housing developers to work collaboratively on ways to increase housing by developing comprehensive strategies that preserve affordable housing, and create more affordable rental and homeownership opportunities through innovative land use and financing.

The Distressed Communities Coalition (DCC): is an informal but active group of non-profit community development corporations (CDCs) working in Seattle's culturally diverse lower income and minority communities. Distressed Communities Coalition was formed to assist CDCs active in those neighborhoods to

advocate for coherent community-based revitalization policies and projects. It also seeks to increase resources for community development, and to educate policy makers and funders about the critical role that CDC's play. DCC members bring together private and public investments that would otherwise be invested elsewhere and direct them in community development activities identified and supported by residents.

Members of both of these associations work with neighborhoods and residents to create and preserve affordable housing choices as an important part of healthy neighborhoods. The Office of Housing functions as a lender to these non-profits, which then develop and manage housing units.

Human Service Providers

The Seattle Human Services Coalition (SHSC): is a community of human service providers and concerned individuals who work together to shape public policy in order to make Seattle and King County a better place for low-income, disenfranchised, and all underserved people. It provides a forum for coordination and linkages between human service areas. With fourteen service area coalitions and committees, 176 non-profits and nearly 600 individuals, the Seattle Human Services Coalition's work is focused in three areas:

- 1) Advocacy efforts with local, state, and national government officials to insure inclusive public policy decisions;
- 2) Cooperation, coordination, collaboration among members and between service areas; and,
- 3) Capacity building efforts to its members and the larger community of human service providers.

The Minority Executive Directors Coalition (MEDC): brings together ethnic minority, private non-profit agency executives in King County to advocate for and to develop resources on behalf of minority constituencies in order to improve social and human services, increase funding, and expand the role of ethnic minorities in policy making.

PROCESS USED TO DEVELOP THE 2004 UPDATE TO THE CONSOLIDATED PLAN

The City of Seattle used the following process to prepare the 2004 Update to the Consolidated Plan:

City of Seattle Interdepartmental Service Lead Planning Team met over the course of 2003 to help shape strategies and policies and the public review process. This team is comprised of key staff representing various departments of the City of Seattle who receive Consolidated Plan funds.

Homelessness

Throughout the first half of 2003, the City's Human Services Community Services Division staff held a series of meetings met to gather information from homeless individuals and families and shelter provider staff about the Human Services Strategic Investment Process (SIP) the Department is currently engaged in. The Dept. sought community guidance on the Department's mission, long range goals, community goals, human services priorities as identified by providers and program participants, emerging issues and guidance on how the Department does its business, the mix of services and the future roles of community members in the engagement process. Community residents and shelter provider staff included: residents from Sacred Heart transitional housing facilities and Sand Point housing facility; members of the Community Action for Homeless Women Coalition (CAHW); homeless women from the East Cherry YWCA shelter; case managers from Family Services; staff from the Seattle Human Services Dept.; meal providers and members of the Meal Partnership Coalition; homeless women from the Hammond House shelter; homeless men and women from shelters operated by SHARE/WHEEL; service providers of the Seattle-King County Coalition for the Homeless (SKCCH); and homeless men from the Saint Vincent de Paul's Shelter for Men.

The newly formed Committee to End Homelessness met several times over the course of 2002-2003. They identified committee members, developed their mission and began the process to develop a 10-year plan to end homelessness. The committee consists of key stakeholders and providers of services to homeless people.

Rental Assistance Program staff and community stakeholders met over the course of 2002-2003. Their work focused on: refining priorities for the Rental Assistance Program at of time of diminishing resources; and developing recommendations related to rental assistance elements of the Housing Levy Administrative and Financial Plan.

Eviction Prevention Program staff met with a variety of community agency representatives over the course of 2003 to gather information that would be used to guide the development of the Eviction Prevention Program RFP. Community agencies included YWCA Project Self-Sufficiency, the Tenants Union, Seattle-King County Coalition for the Homeless, Seattle Jobs Initiative, Plymouth Housing Group, Project Reach (Neighborhood House), Legal Action Center (Catholic Community Services), International District Housing Association, Family Program (Fremont Public Association), Resident Choices Program (Family Services), Family Support Center Program (Catholic Community Services), and Archdiocesan Housing Authority programs.

July 17: The AIDS Housing Committee met to discuss critical issues and content of the 2004 HIV/AIDS housing needs assessment and housing plan update and form a Steering Committee

which would include consumers to guide the needs assessment and plan process. The AIDS Housing Committee consists of Seattle agencies and organizations providing housing and services to people with AIDS, case managers, and other public funders.

Community Development

Throughout 2003, the Department of Neighborhoods staff met with a variety of people from neighborhood and community development committees, government agencies, and residents in the South Park and South Delridge areas to build partnerships, share information, and establish priorities for funding façade improvement projects.

January 2003: Throughout January, the Department of Neighborhoods sponsored several Community Roundtables to discuss the Communities That Care planning model. Over 100 community members from Delridge, South Park and Rainier Beach participated. Follow-up meetings were held in February in Rainier Beach and South Park/Delridge to discuss on-going community outreach efforts, community readiness for CTC, and possible next steps for the planning process. Since the initial outreach meetings, community meetings have been held monthly throughout 2003 in South Park/Delridge and Rainier Beach to continue to plan and organize effective strategies for addressing youth issues.

Housing

June 25 and 26: The Office of Housing staff met with community groups in the Central Area and Southeast Seattle to provide an overview of Special Objectives Areas (SOAs), effectiveness, and changes in the two neighborhoods since 1982 when the SOA guidelines were adopted. Participants included City staff, neighborhood residents, representatives from community development organizations that work in the Central Area and/or SE Seattle, affordable housing developers, representatives from social service agencies, neighborhood plan stewards from various Central Area and SE Seattle neighborhoods.

Specifically, discussion revolved around policy issues: 1) Are the strategies identified in the SOA table still the right tools to help achieve housing and community development goals for Central Area and SE Seattle neighborhoods? And, 2) Are boundaries needed for purposes other than showing where Housing Levy Neighborhood Housing Opportunity Program (NHOP) and Homebuyer Assistance Program funds will be available? City staff received input about priorities and concerns related to housing and community development in these areas. These were used to identify strategies aimed at helping achieve housing-related neighborhood plan goals, as well as address unique issues/concerns for those communities.

INSTITUTIONAL STRUCTURE SUMMARY: Strengths and Gaps

INSTITUTIONS	STRENGTHS	GAPS	OVERCOMING GAPS
PUBLIC: City of Seattle	Innovative, progressive and experienced leaders. Staff work collaboratively to undertake projects and activities which provide decent, safe and affordable housing and human services.	Diminishing federal funds; conflicting funding regulations; several concurrent planning processes.	Continue to foster coordination in planning processes; increase efforts to forge public/private partnerships.
Seattle Housing Authority	Seattle's largest landlord, and State's largest housing provider, this agency administers low-income housing and Section 8 programs. Using a well-qualified staff the agency works with other entities to address resident concerns, resident choice, rent policies and the provision of support services for tenants. Successfully competed for HOPE VI grants.	Heavy workloads, client needs intensify due to welfare reform and shifts in demographics require changes in service need and have created greater tension between some tenant groups. Funding shifts and length of time it takes to dispose of replacement units.	Agency will continue to coordinate with City agencies and implement Moving to Work strategies. Agency will also continue working closely with tenants.
King County	Provides funding and programs to address human service needs and housing.	Limited funding does not allow county to meet the increasing housing demand and human service needs.	Continue to partner in developing strategies to reduce homelessness.
NON-PROFIT: Seattle Housing Development Consortium Seattle Distressed Community Coalition	Most experienced and capable group of non-profit developers of low-income housing in the State.	Limited funding and increased construction costs, infrastructure costs, land costs and zoning issues limit their ability to meet the demand for low-income housing.	Continue partnership to increase access to non-City funding to expand housing and support services; better link housing to services.
SHSC MEDC Homeless Coalition	Committed and experienced non-profit agencies; dedicated to meeting needs of the most marginalized communities.	Heavy, on-going demand for available services and staff. Staff turnover due to heavy workloads and low wages.	Better link housing production to services.
Other, often church-based non-profit housing developers	Committed and enthusiastic; experienced in many of the housing support service areas.	May be less experienced in housing production and management.	Expands the City's service/housing development and management capacity.

INSTITUTIONS	STRENGTHS	GAPS	OVERCOMING GAPS
Mental Health Developmental Disabilities, Substance Abuse Systems	Strong capabilities and commitment to support vulnerable populations.	The better the needs become identified the more strain on resources. Limited funding affects the ability to serve dually and triply diagnosed.	Continue to conduct intra-agency meetings to foster greater collaboration and efficiency of service delivery. Meet regularly with providers.
PRIVATE: Lenders	Underwriting source of private funds.	Underwriting standards usually demand public up-front contributions for low-income projects.	Continue Communities Reinvestment Act opportunities.
Developers/ Contractors	Construction, project management experience.	Relatively few are interested in low-income projects due to low profitability.	More public/private partnerships.
Businesses	Civic leadership, source of capital for public/private partnerships.	Not always knowledgeable regarding low-income housing needs and issues.	More public/private non-profit partnerships.
Funders	Infusion of \$40 million to develop new transitional housing facilities and expand support services from the Bill & Melinda Gates Foundation.	Foundations cannot completely fill the gap of decreasing federal funds.	Continue to foster partnerships with funders.